

**REQUEST FOR QUALIFICATIONS  
AND EXPRESSIONS OF INTEREST (RFQ/EOI)**

**TRANSIT SHUTTLE SERVICE IN  
BALTIMORE CITY'S DOWNTOWN AND WATERFRONT  
AREAS**

**ISSUE DATE:**

August 7, 2007

**ISSUED BY:**

Parking Authority of Baltimore City

in cooperation with

Baltimore City Department of Transportation  
Downtown Partnership of Baltimore  
Partnership for Baltimore's Waterfront  
Harbor Boating, Inc.  
Greater Baltimore Committee

**For additional information:**

Peter Little, Parking Authority of Baltimore City – (443)573-2800  
Jamie Kendrick, Baltimore City Department of Transportation – (410)396-6802

## **REQUEST FOR QUALIFICATIONS AND EXPRESSIONS OF INTEREST (RFQ/EOI)**

### **TRANSIT SHUTTLE SERVICE IN BALTIMORE CITY'S DOWNTOWN AND WATERFRONT AREAS**

With the continued growth and development of Baltimore's waterfront, from the traditional core along Pratt/Lombard Streets and Charles/St. Paul Streets to Canton, Fells Point, Harbor East, and South Baltimore, the transportation needs of Baltimore's downtown have changed dramatically are reaching critical, new levels. The rapid development in Southeast Baltimore and along Key Highway is of particular concern, as a significant number of intersections are expected to reach a Failing Level of Service in the next three to five years. Moreover, tourists and visitors to the downtown area have rated the difficulty of moving within downtown and to adjacent attractions as a major impediment to staying longer on their visit. Simply put, the downtown/waterfront area needs more mobility options.

Over the past few years, private operators and non-profit organizations have each tried to fill the void. A Downtown Area Shuttle (DASH) was operated for 2 ½ years by the Downtown Partnership connecting satellite parking lots near the stadiums with major office buildings. Baltimore's Water Taxi system, a privately-owned and operated concern, has ably and safely served up-river and cross-river tourist markets well for over twenty-five years. For a variety of reasons (limited/inconsistent land-connections, limitations on boat speed, etc.), commuter service via water taxi has never flourished. Apartment and office buildings, hotels, and hospitals each run their own private shuttle services, which cut into the market for a broader transit solution. For its part, Maryland Transit Administration (MTA) has not been able to meet the challenge either, owing to its status as a regional and statewide transit agency, generally unable to effectively meet the precise needs of any specific geography and market.

Baltimore needs a new mobility solution that capitalizes on the multiple service markets available. The requestors believe that this solution must be imbedded in the municipal governance structure as a public-private partnership. The public sector must provide the stability and structure for this operation; a private sector operator must provide the market-based "know how" in order for it to succeed.

Special benefits district organizations such as the Downtown Partnership of Baltimore and the Waterfront Partnership of Baltimore have expressed an interest or intent in making a significant investment in this operation. Baltimore's new traffic mitigation ordinance provides another source of considerable funding from developers to operate a coordinated system of shuttles. Baltimore City and State funds are possible if a suitable sustainable source is developed. Working together, as a public-private partnership, this vision of "Baltimore's Waterfront Transportation System" can be acted upon within one year.

#### **I. INTENT OF OFFERING**

The Parking Authority of Baltimore City ("PABC") and the Baltimore City Department of Transportation, on behalf of the Mayor and City Council of Baltimore (the "City") and in

cooperation with Harbor Boating, Inc. the Downtown Partnership of Baltimore, the Partnership for Baltimore's Waterfront, and the Greater Baltimore Committee, seek expressions of qualifications and interest from transportation firms or teams of firms, to plan and operate a system of land- and water-based transit service in and around the downtown and waterfront communities of Baltimore City. We seek qualified respondents and innovative business plans to provide these services. Respondents must provide a business plan outlining how they would provide this service, including service development, management and operations, and a company or team profile. Following receipt and review of the expressions of interest further discussion may take place with a short list of candidates to select an operating company. A Request for Proposals may be required as a second stage in the process to make this selection from the short list of candidates. At its discretion, PABC may proceed to directly negotiate with a Respondent.

**At either stage (upon review of expressions of interest/qualifications or proposals), PABC may elect to offer a planning grant of up to \$50,000 to a selected firm or team of firms to conduct technical studies** such as, but not limited to: ridership and market analysis, route development and travel time modeling, operating/capital cost estimates and financing alternatives, etc.

The goals of the City and its partners for this RFQ/EOI include, but are not limited to, the following:

- Identify and develop an appropriate management and governance structure for a transit service, perhaps similar in nature to other Locally-Operated Transit Systems (LOTS) in the region.
- Identify and develop appropriate land-based transit routes that generally service the areas along Baltimore's waterfront communities (and inland, as appropriate), as described in Appendix 1, including a phase-in plan for service
- Identify and adopt a sustainable funding source to cover the cost of shuttle operations and capital equipment, including the development of an integrated fare/payment medium with parking facilities and Maryland Transit Administration services.

The City and its partners believe that, in order to be successful, the system of land-based transit must be:

- Fast, frequent, economical and reliable alternative to private auto use
- Linked to quality transfer locations and parking facilities
- Closely integrated with the location and schedule of water-based transit service
- Operated by a single entity, in close coordination with water-based transit service
- Serve multiple ridership markets (commuter, resident, tourist, etc.)
- Well-marketed
- Environmentally friendly
- Have a simple fare-medium that integrates with MTA services and City (and, possibly, privately-owned) parking facilities, where possible

## II. TERMS AND CONDITIONS

- A. The Baltimore City Parking Authority, Inc., (“PABC”) is a quasi-public, non-profit corporation, organized under the laws of the State of Maryland that oversees the management of all city owned garages and lots. In that capacity, and to facilitate PABC’s management of those assets, PABC has assumed all of the duties previously performed by the City’s Purchasing Agent; and any decision or notice issued by PABC with regard to this RFQ/EOI or resultant Management Agreement (“Agreement”) shall be construed as if it was notice from the City Purchasing Agent. It should be noted, however, that pursuant to the Baltimore City Code, PABC is not bound to comply with the general procurement regulations and procedures otherwise applicable to City agencies. Although this RFQ/EOI has been drafted to reflect a typical procurement procedure, this format is for ease of consideration of proposals and to further a fair and impartial procurement process. The effect of any irregularities in this RFQ/EOI, the bids received, the review process and/or the award of a contract is within the sound discretion of PABC and no rights or legal causes of action shall accrue to any bidder as a result of this process.
- B. This RFQ/EOI is issued for the purpose of identifying a potential operator of a land-based transit system to work closely with Harbor Boating, Inc., which has an exclusive contract with the City of Baltimore to provide water-taxi services in the Baltimore Inner Harbor. It is the City’s intent to grow and strengthen the Water Taxi as a water-based commuter service, connected to land-based transit services. Respondents are suggested to contact Cami Kane, President, Harbor Boating, Inc. at 410-563-9301 to learn more about this operation and integrate the Expression of Qualifications and Interest with services currently provided by Harbor Boating, Inc.
- C. PABC will recommend award of a management agreement based on the proposal that represents the “BEST VALUE” to PABC as outlined in Section V. . PABC seeks responsible expressions of interest based on:
- Operations plan for land-based transit system, including experience and capacity to deliver a phased-in system, complete with marketing and customer services, fare medium, etc.
  - Potential Operating/Capital Costs
  - MBE/WBE Participation (current MBE/WBE participation goals for PABC contracts are as follows: MBE participation – 17%; WBE participation – 9%); and
  - Other factors (such as general experience, experience in the Baltimore market, local office presence, reputation in the industry, prior terminations/disputes, ability to meet the requirements of the contract and promote the interests of the City and the PABC).

- D. The PABC and its partners will evaluate proposals primarily, but not exclusively, in these four areas. The Proposals received shall be reviewed and evaluated by a panel (“Panel of Review”) that shall make a recommendation to the PABC Board of Directors. The Proposals and the recommendation of the Board of Review shall be considered by the PABC Board of Directors, and the Respondent whose proposal is determined to present the “Best Value” to the City and the PABC shall be selected.
- E. The PABC and the selected Respondent shall negotiate an Agreement. If, in the sole determination of the PABC, an acceptable contract is not agreed upon in a timely and reasonable manner, the PABC reserves the right to rebid or select the Respondent whose proposal represents the next “Best Value” to the City and the PABC, and so on until an acceptable agreement is agreed upon and approved.
- F. Nothing contained in this RFQ/EOI or in the Agreement shall be construed to constitute or create any employment or agency with the City. The Contractor is not, and shall not be, an agent or employee of the City or the PABC.

### **III. REQUIRED SUBMISSION DOCUMENTS**

#### **A. Proposal Narrative**

The Respondent is required to submit the following information in sufficient detail to enable PABC to give consideration to and evaluate the Contract proposal.

1. **FIRM’S EXPERTISE** - A detailed narrative statement describing the previous experience of the company demonstrating how the Respondent has managed similar tasks for similar clients in the past and how the Respondent proposes to staff and provide the necessary equipment for this undertaking. Provide at least three (3) references from sources with whom the Respondent has/had a comparable contract on the bases established above. Include the references’ title, phone number, fax number, physical and e-mail addresses, and dates of the contract. Also include in this section any contract terminations that have occurred over the past five years regardless of whether such termination was by consent or was “for cause termination” or “default”. (Limit this Section to 10 pages)
2. **SYSTEM DEVELOPMENT PLAN** – A plan of how the Respondent would work with PABC and its partners to develop the desired land- and water-based transit system including: route development and operating schemes, marketing and customer service, vehicle type(s), fare structure, governance and management structure, and funding structure. (Limit this section to 10 pages)

3. **CONTRACT STRUCTURE** – A narrative describing how the Respondent would suggest structuring a contract for such a partnership. (Limit this section to 5 pages).
4. **MBE/WBE Participation** – A description of how the Respondent plans to meet MBE and WBE participation goals outlined in the RFQ/EOI. (Limit this section to 5 pages).

#### **IV. SUBMISSION REQUIREMENTS, PROPOSAL ACCEPTANCE, REJECTION, ADDENDA AND SUPPLEMENTS**

Proposals should be prepared in a professional manner and provide a clear and concise overview of the Respondent's ability to satisfy the requirements of this RFQ/EOI. Proposals may include any background or other supporting information that the Respondent feels necessary, and must include at a minimum, the response requirements listed in **Sections II and VI** hereof. PABC will not be limited solely to the information provided by the Respondent, but may utilize other sources of information in evaluating the capabilities of the Respondent. Unique capabilities or advantages of the Respondent should be clearly stated in the proposal.

##### **A. Submission Requirements**

**An original plus five (5) copies, and one (1) electronic version on a CD ROM of the proposal must be submitted to the PABC before the closing date and time stated in Section IX. Proposals should be formatted and delivered with the following in mind:**

- i. Provided in sealed envelopes or packages and clearly marked as to its contents.
- ii. Oral, fax, telegraphic, electronic mail or mail-gram proposals will not be accepted.
- iii. Proposals or unsolicited amendments to proposals arriving after the closing date and time will not be accepted.
- iv. Failure to submit the proposals in the manner described above will result in the proposal being rejected as unresponsive.

##### **B. Proposal Acceptance**

To be considered, Respondent shall submit a complete, written response to this RFQ/EOI, including any subsequent addenda issued in response to questions and inquiries. It is essential that each Respondent adhere to these guidelines and the Proposal Contents listed in **Section**

**III. Failure to do so may be grounds for rejection of the proposal.** The PABC will designate and assemble a panel to review and analyze the submissions. The review panel shall make its advisory recommendation(s) based on the criteria outlined in this RFQ/EOI.

#### **C. Addenda and Supplements to the RFQ/EOI**

Should it become necessary to revise any part of this RFQ/EOI, provide additional information necessary to adequately interpret provisions and requirements of this RFQ/EOI, or respond to written inquiries concerning the RFQ/EOI, an Addendum to the RFQ/EOI shall be provided to all entities that responded to the release of the initial RFQ/EOI.

#### **D. Cancellation of the RFQ/EOI; Rejection of all Proposals**

PABC may, at its sole discretion, cancel this RFQ/EOI in whole or in part, or reject all proposals submitted when this action is determined to be advantageous or in the best interest of the PABC.

### **V. SELECTION PROCEDURES**

In order to be eligible for selection resulting from this RFQ/EOI, the Respondent must clearly demonstrate to the PABC that its proposal represents the “BEST VALUE” to the City as follows:

1. A proposal possessing the Best Value is one that can clearly demonstrate to the satisfaction of Authority that Respondent will be able to work cooperatively with PABC and its partners to plan and operate a first class system of land- and water-based transit services based on the goals outlined in this document.
2. A proposal possessing Best Value is one that also complies with the method and timeliness of submission, conformance to the requirements of the RFP, the program goals, and the ability of the Respondent to achieve those goals.
3. A proposal possessing Best Value recognizes the need for public subsidy for transit service, but also makes every effort to maximize revenue and develop creative financing strategies.
4. A proposal possessing Best Value demonstrates a commitment to meeting the MBE and WBE goals outlined above.

#### **B. Oral Presentations**

Respondents may be required to make oral presentations to the Panel of Review for purposes of clarifying their proposal. Oral presentations will be held at a location to be determined in

downtown Baltimore.. The short-listed candidates may be asked to further refine and/or further clarify their proposal in a follow-up presentation from which the panel will make its recommendation to the PABC's Board of Directors. The opportunity to make an oral presentation is at the sole discretion of the Panel of Review, or Board of Directors.

**C. Approval by the Parking Authority Board of Directors**

The PABC will summarize and recommend the Panel of Review's selection to its Board of Directors. Following approval by the Board, the Agreement will be prepared on behalf of PABC and submitted to the successful Respondent.

**D. Negotiating Period**

Following recommendation of an award to PABC's Board of Directors, it may be necessary or desirable for PABC to enter into negotiations with one or more of the Respondents. PABC, at its sole discretion, may cancel negotiations with the first selected Respondent and proceed with the next acceptable Respondent, solicit new proposals, or abandon the RFQ/EOI and reject all bids. Upon completion of negotiations, the Contractor shall execute six (6) originals of the prospective Agreement and return the executed Agreement to the Parking Authority's General Counsel for presentation to the City's Board of Estimates.

**E. Board of Estimates Approval**

1. Decisions regarding selection of the Respondent shall be made by the Parking Authority and recommended to the City of Baltimore Board of Estimates for its formal approval. The final acceptance of any proposal and resultant Agreement is subject to the approval of the Board of Estimates of Baltimore City. **Unless and until approved by the Board of Estimates, the Agreement contemplated by this RFQ/EOI shall be null and void and of no legal effect.** Upon approval from the Board of Estimates, official notices of the successful Respondent's award will be sent to each Respondent.
2. Nothing contained in this RFP shall obligate PABC to conduct a post-award debriefing to unsuccessful Respondents.

**VI. RIGHTS RESERVED BY AUTHORITY**

- A. PABC reserves the right in its sole discretion to recommend or not recommend the award of an Agreement related to this RFQ/EOI based upon the written proposals received by PABC.
- B. PABC reserves the right, in its sole and absolute discretion, to accept or reject any and all proposals received as a result of this RFQ/EOI.
- C. No interpretation, explanation, or clarification of the Contract will be binding on the PABC unless reduced to writing and signed by the Executive Director of the



PABC.

## **VII. ADMINISTRATIVE INFORMATION**

### **A. Issue Date**

The issue date of this RFQ/EOI is August 6, 2007\_. For a schedule of events for this **RFP** see **Section XII**.

### **B. Questions and Inquiries**

Questions and Inquiries, both verbal and written, will be accepted from Respondent's attending the Pre-Proposal conference. Questions apart from the Pre-Proposal conference must be in writing. A summary of all substantive questions and answers will be distributed to all entities receiving the RFQ/EOI. The closing date for submitting written questions is 4:00 p.m. on August 31, 2007. Questions or requests received after this deadline shall not be considered. Responses to all written questions received (if any) will be distributed to all recipients of the RFP on or before September 7, 2007

### **C. Closing Date and Time for Proposals**

**The closing date and time for receipt of proposals is 4:00 p.m., October 1, 2007 .**

Respondents who submit their proposals by mail or delivery service should allow sufficient mailing and delivery time to ensure receipt by the Issuing Officer by the time and date stated above. Proposals will not be opened publicly.

### **D. Issuing Office**

The Baltimore City Parking Authority, Inc. issues this RFQ/EOI. All proposals, whether mailed or hand delivered, must be received by **4:00 pm, October 1, 2007** by:

Baltimore City Parking Authority, Inc.  
200 West Lombard Street Suite B  
Baltimore, Maryland 21202  
Attention: Transit Service Proposal

### **E. Planning Grant & Incurred Expenses**

Neither PABC, nor Baltimore City shall be responsible for any cost incurred by any Respondent in preparing and submitting a proposal or requested supplemental information in response to the RFQ/EOI.

At the sole discretion of PABC and upon approval by the Parking Authority Board of Directors and the Board of Estimates, PABC may enter into a short-term agreement for research and planning purposes with a selected firm, prior to negotiating a full Agreement for service. The

planning grant of up to \$50,000 to a selected firm or team of firms shall be used to conduct technical studies such as, but not limited to: ridership and market analysis, route development and travel time modeling, operating/capital cost estimates and financing alternatives, etc.

#### **F. Duration of Proposal**

Proposals are to be valid and irrevocable for a period of one hundred and eighty (180) days following final date for submission of proposals.

#### **G. Public Information Act Notice**

Respondent should give specific attention to identifying those portions of their proposals that they deem to be confidential, proprietary information or trade secrets and provide any justification of why such material, upon request, should not be disclosed by the PABC under the Maryland Public Information Act SS 1-601 et seq. of the State Government Article, Annotated Code of Maryland.

#### **H. Compliance with the Law**

By submitting an offer in response to this RFQ/EOI, the Respondent selected for award agrees that it will comply with all Federal, State, and City laws, rules, regulations, and ordinances applicable to its activities and obligations under this RFP and the Contract.

### **XII. SCHEDULE OF EVENTS:**

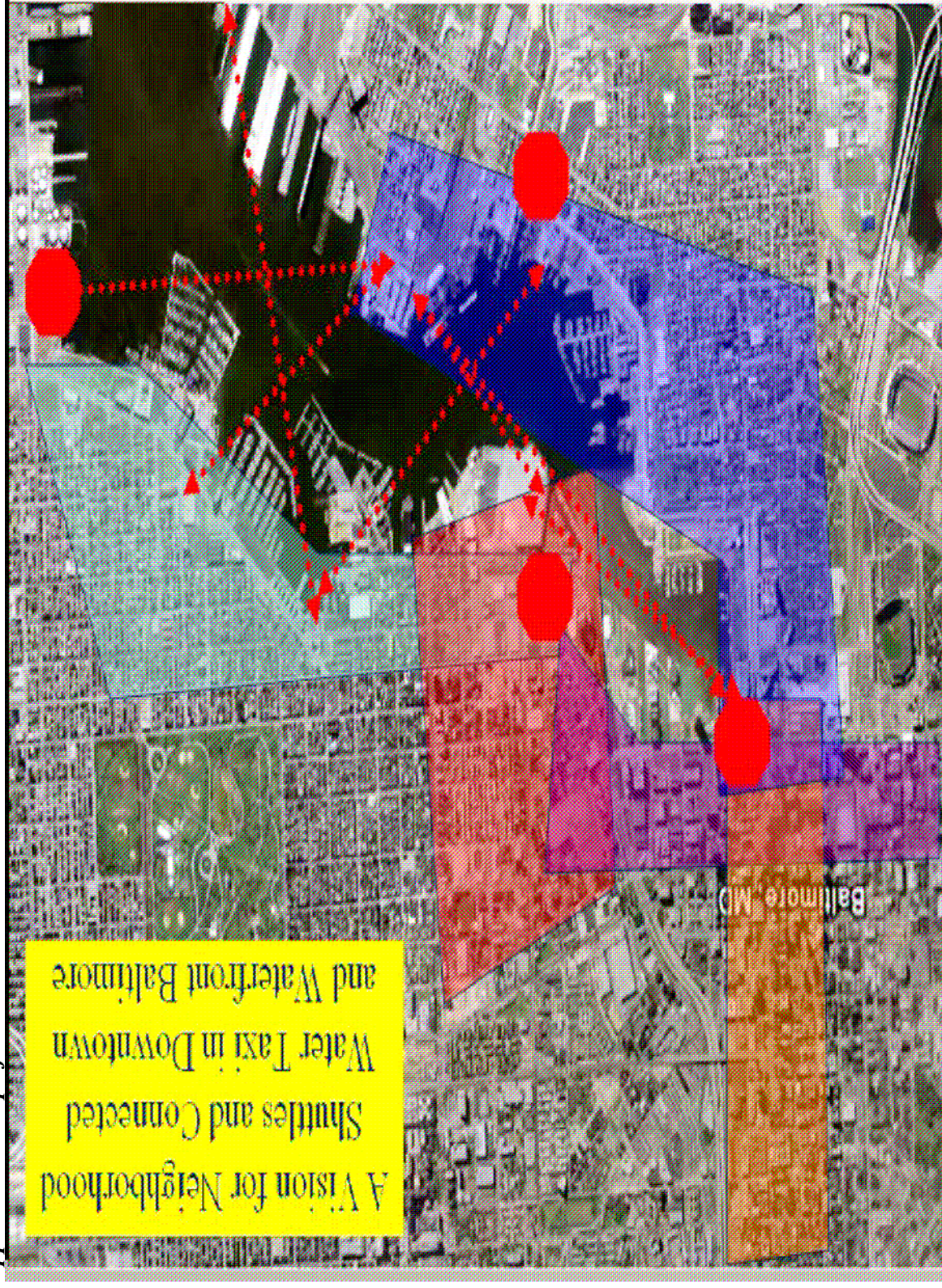
1. Date for issuing RFQ/EOI: **August 7, 2007**
2. Pre-proposal meeting: **August 17, 2007, 2:00 pm**
3. Due date for all written questions: **August 31, 2007, 4:00 pm**
4. Responses to Questions Distributed: **September 7, 2007**
5. **Proposals Due: October 1, 2007, 4:00 pm**

Thank you for your interest,  
Parking Authority of Baltimore City  
(443) 573-2800





*Appendix 1 – Map of Potential Service Areas*





## *Appendix 2 – Description of Neighborhoods in Potential Service Areas*

### **City Center**

The heart of Downtown, City Center encompasses Historic Charles Street, Charles Center, Market Place, and the Financial District. In addition to the many businesses and the growing number of apartments, City Center is home to an increasing number of restaurants, shops, and nightlife offerings. Although it's still the region's business center with approximately 100,000 employees, City Center has emerged as one of the most active development spots for new apartments and condos.

### **Inner Harbor / Harbor East**

For more than two decades, people from around the world have flocked to the Inner Harbor to visit the National Aquarium, Maryland Science Center, and Camden Yards. Now, they're heading there to live in places like Spinnaker Bay, the Four Seasons, and the Residences at the Ritz Carlton. Harbor East and Key Highway are brimming with new condominiums, townhomes, and high rises with exclusive amenities, high-end retail stores, and world class views of the harbor and beyond.

### **Westside**

The Westside resurgence is in full swing. Long considered Baltimore's Loft District, the Westside is the fastest growing residential neighborhood in Downtown. Thousands of professionals live on the Westside in lofts or luxury apartments as well as many of the students who attend the University of Maryland Baltimore. The Westside has transportation nodes of Metro and Light Rail.

### **Mt. Vernon**

Mt. Vernon is one of the region's most culturally sophisticated neighborhoods. In addition to many private art galleries, the collections at the Walters Art Museum and Maryland Historical Society are renowned. The Peabody Conservatory is one of the finest musical academies in the world and its students perform at grand recitals and neighborhood jazz clubs.

### **Federal Hill**

Federal Hill is a neighborhood primarily of brick, late 19th Century homes. Many have been rehabbed into modern residences in the past 15-20 years. It is a cohesive, inclusive neighborhood with a strong community sense which works hard to preserve its individuality. There are still many residents who are second and third generation South Baltimoreans who are equally proud of their heritage. Most homes are owner-occupied, but there is a good supply of rental housing as well. The Port Covington Shopping Center (WalMart and Sams Club) is located in the southern portion of the neighborhood, with access to I-95 N&S and Route 295 right within reach.

### **Fell's Point**

This historic waterfront community, just east of Baltimore's Inner Harbor, occupies the area from Gough Street, south to the water's edge, roughly between Caroline and Chester Streets. It is currently served by MTA buses and water shuttles. Residents must apply for residential parking

permits. The residential area, which includes various home styles from small row homes and condos to larger residential townhome developments, is mixed with a vibrant commercial district. Fell's Point is a mixed-use neighborhood, so many services and shopping opportunities are within easy walking distance. Cultural attractions include two theatres, several art galleries, a monthly district art showcase, several museums, bookstores, tours focusing on history and architecture of the area, a large number of live music venues, and a visitor's center. The historic Broadway Market is centered in the community – where vendors sell fresh produce, meats, seafood, dairy, baked goods and other items – plus specialty shops and numerous carry-outs, cafes and restaurants to suit any taste.

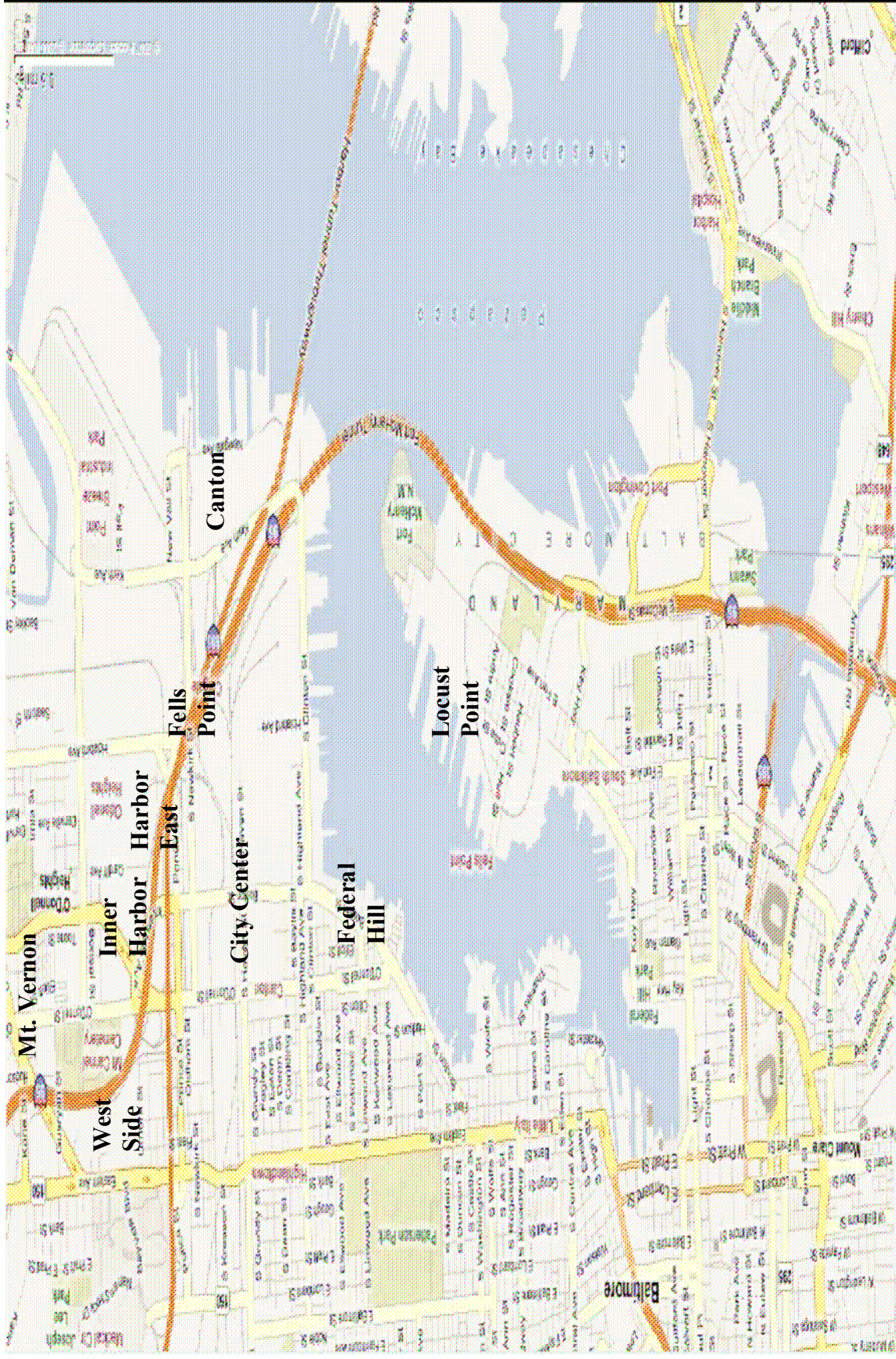
The world-renowned Johns Hopkins Hospital is eight blocks north. Guests can find pleasant accommodations at two excellent hotels and two bed-and-breakfast establishments in Fell's Point. Fell's Point is well known as a place to have a wonderful night out, not only at pubs and live music entertainment joints, but also at such events as the Fell's Point Fun Festival (which draws about 300,000 visitors annually), Privateer Day, Halloween, the Miracle on Main Street holiday festivities and Parade of Lighted Boats, and fireworks displays for the 4th of July and New Year's Eve. Public spaces to enjoy include Thames Street Park, the Broadway Square and pier at the foot of Broadway, and the Waterfront Promenade. In addition, Patterson Park, the Pier Six Concert Pavilion, museums, and all the attractions of the Inner Harbor are nearby.

### **Canton**

Canton is a residential neighborhood on the north shore of the Harbor, east of Fells Point. The center of the neighborhood is O'Donnell Square including the Canton library. Other neighborhood features include Canton Waterfront Park & Fishing Pier Park, two marinas, public boat launch, DuBurns Soccer Arena and many small interesting restaurants. Senior housing is located at Indeco, the Distillery, Messiah House, and proposed in the old Eastern Avenue shoe factory.

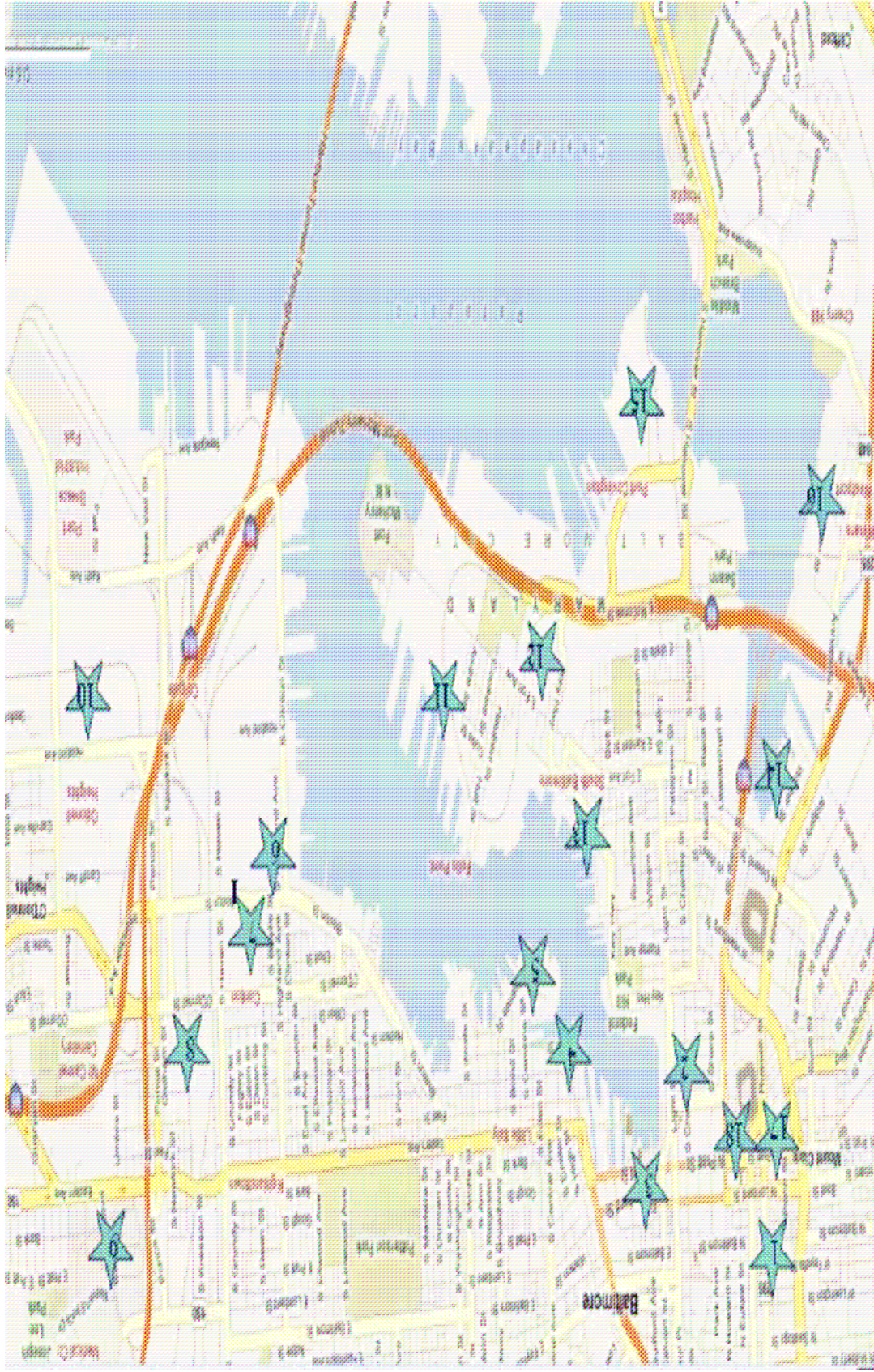






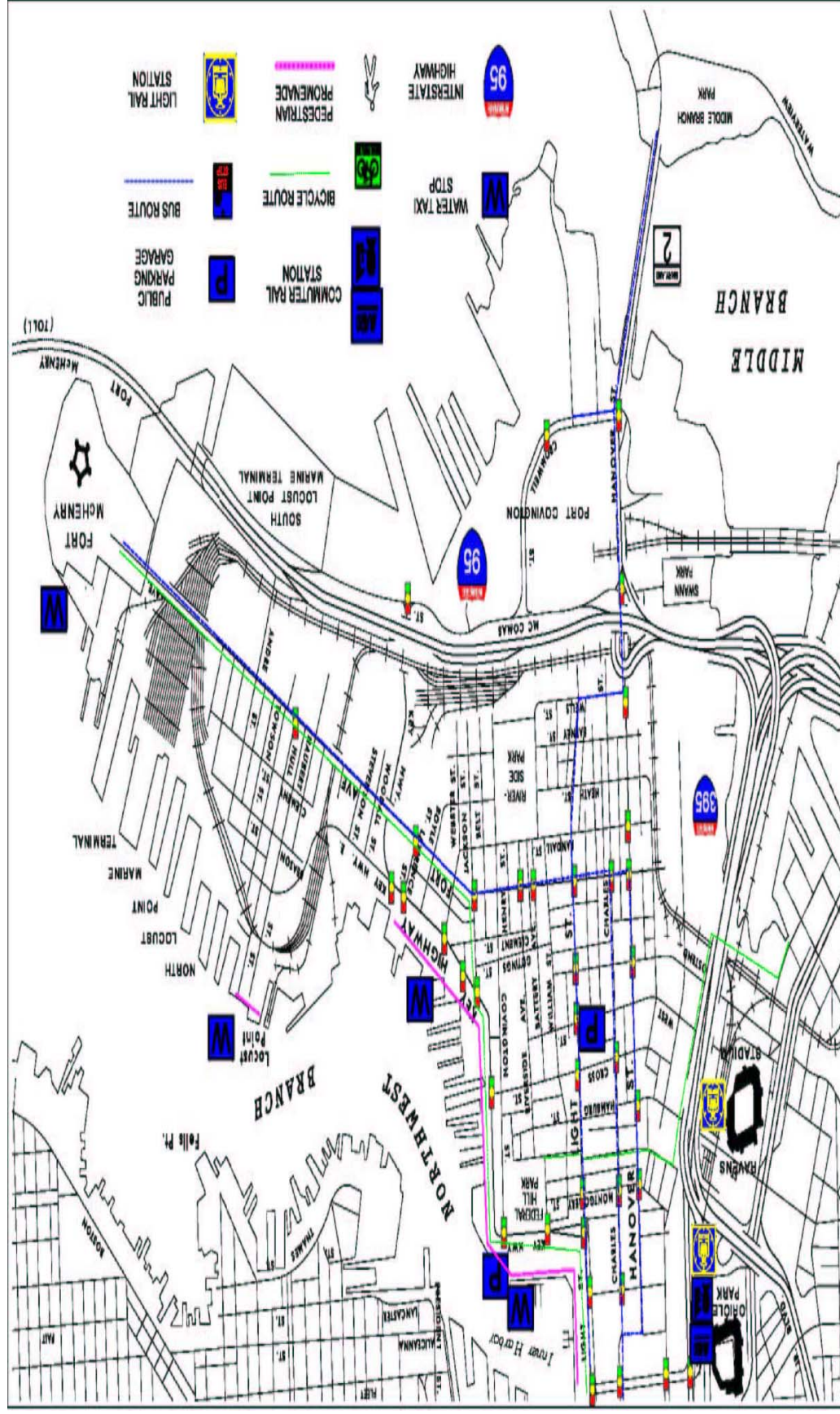
Map 2. Neighborhood Locations





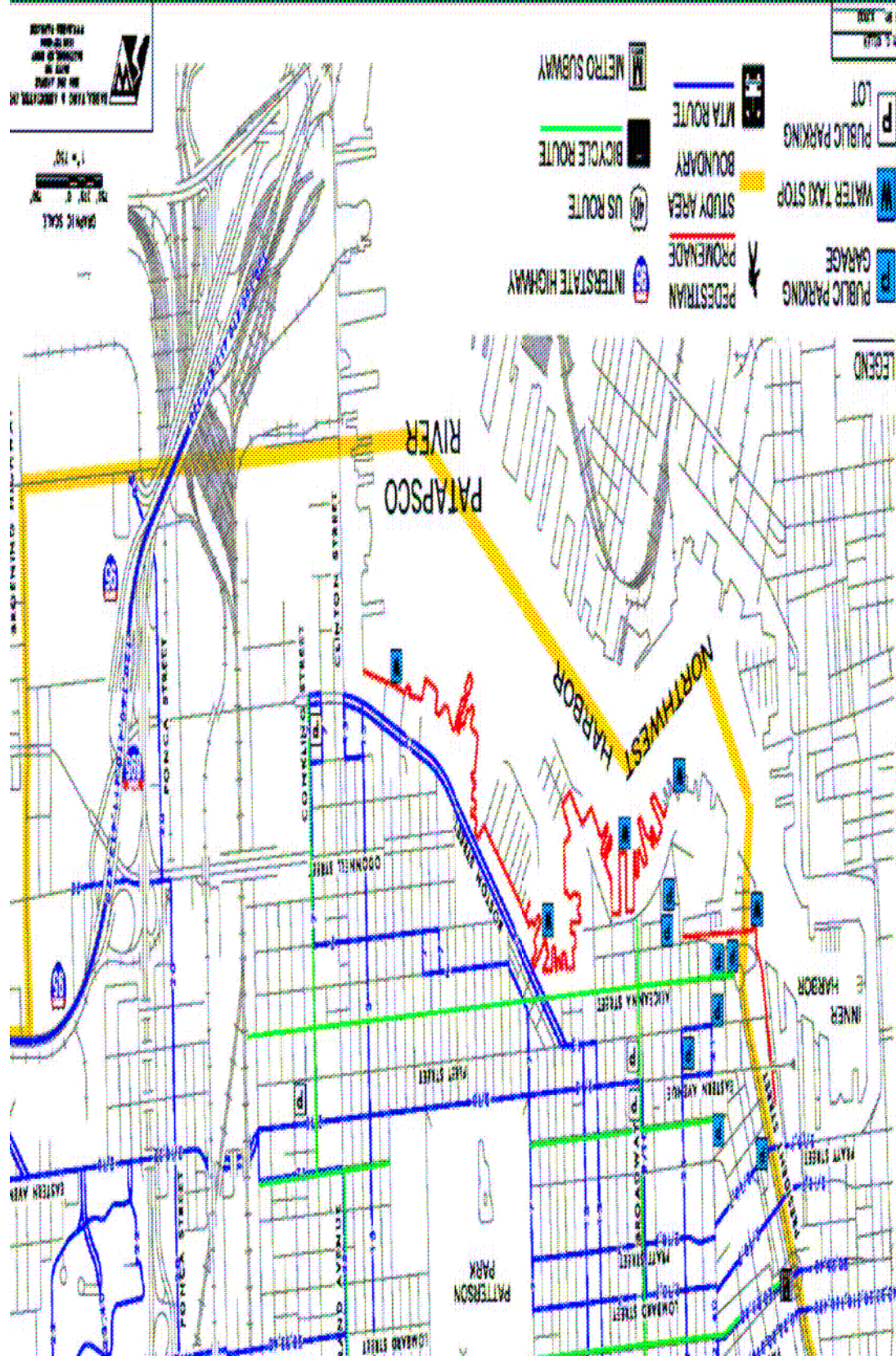
Map 3. Major Development Projects in Potential Service Areas (see next page for description)





Map 4. South Harbor Multi-Modal Connections





**Map 5. North Harbor Multi-Modal Connections**

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### **Appendix 3 – About the Offerors**

The **Parking Authority of Baltimore City (PABC)** was created by City Ordinance 2000-71 to enhance Baltimore City's position in planning, development, management and operations of its parking institution. A five member without-compensation Board of Directors of which 4 are appointed by the Mayor and confirmed by City Council, and 1 is a member of the City Council appointed by the City Council President governs the PABC. PABC's mission is to develop and implement a strategic plan that addresses the parking concerns of both citizens and the business leaders of Baltimore, while striving to meet the parking demands of affordable parking to commuters and visitors in the Downtown Baltimore and all of Baltimore's neighborhoods.

**The Baltimore City Department of Transportation** provides the City of Baltimore with a comprehensive and modern transportation system that integrates all modes of travel and provides mobility and accessibility in a convenient, safe and cost-effective manner. The Department is responsible for planning, designing, building and maintaining more than 2,000 miles of roadways, 7 miles of interstate highways, more than 300 bridges and culverts, 3,600 miles of sidewalks and 456 miles of alleys.

**Downtown Partnership of Baltimore (DPOB)** is a nonprofit corporation working with the public and private sectors to make Downtown Baltimore a great place for businesses, employees, residents, and visitors. DPOB's efforts have made Downtown cleaner & safer, attracted new residents & retailers, and increased investment. Many of The Partnership's programs are funded directly by the support of its members and sponsor organizations. DPOB also oversees the Downtown Management Authority (DMA) and the delivery of **Clean, Safe & Beautiful services** in the 106-block DMA district. Commercial property owners in the DMA fund these services through an annual surcharge of 14.39 cents per \$100 of assessed property value

**The Waterfront Partnership, Inc.** was formed in October 2005 out of an interest expressed by property owners – businesses, residents, and non-profits – to create a clean, attractive and welcoming waterfront for visitors, local residents and office workers alike. Currently encompassing the Inner Harbor, Harbor East and a portion of Fells Point, roughly from the Rusty Scupper around to Bond Street Wharf, the Partnership is dedicated to improved maintenance, beautification, and visitor services for our community's signature asset, bringing a new spirit of vitality to the entire waterfront. The Partnership is governed by a 20 member Board of Directors including major property owners such as H & S Properties, General Growth Properties and Cordish Company; attractions including the National Aquarium and Maryland Science Center; nonprofits such as Living Classrooms and GBC, as well as residents of the community. Funding for the Partnership comes from contributions from all property owners within the boundaries as well as from several tenants; the City of Baltimore; area corporations including M & T Bank, Legg Mason and regional foundations including the Lockhart Vaughan Foundation, Clayton Baker Foundation, France Merrick Foundation and Alex Brown Foundation

**The Greater Baltimore Committee** is comprised of leading businesses, nonprofits, educational and civic institutions from Baltimore City and Anne Arundel, Baltimore, Carroll, Harford and Howard counties. Its mission is to improve the business climate of the Baltimore region by

organizing its corporate and civic leadership to develop solutions to the problems that affect the region's competitiveness and viability. Founded in 1955 by a small group of business leaders that included renowned developer James Rouse, the GBC played a key role in Baltimore's acclaimed downtown 'renaissance' and today continues to focus the considerable resources of its members on strengthening the Baltimore region's business climate.